Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.1 % of leaders who have completed formal training (list to be defined later) (Institutional Tng: SSC SBLM OLE PME LEAD Basic Supervisory Crs Mil specific: Garrison Commander Pre-command Course Garrison CGM Course) Note. Current course titles will be used to determine the baseline of training completion for our leader population. Once full details of CES are known, we will cross-walk those titles to fit the new CES tiers and determine appropriate grandfathering. We will also use "or equivalent training" and "appropriate to the grade level" when evaluating the training reported.	1.1.1.1 Short Term: 3% improvement over current baseline by 1 Oct 07. Mid-Term: 6% by 1 Oct 10 Long-term: 10% by 1 Oct 15	1.1.1.1.1 Develop a training management system by FY07 1.1.1.1.2 Develop list of formal training for all leaders & determine baseline NLT 30 Sep 06. 1.1.1.1.3 Determine the need for types of formal training 1.1.1.1.4 Determine percent of leaders with academic credentials (2- or 4-year degree, MBA/MA/MS, or PhD.) 1.1.1.1.5 Develop a standard survey instrument to complete the baseline training survey.

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.2 % GCs attending Garrison Pre-Command Course	1.1.2.1 100% GCs attend GPCC within 90 days of assignment.	1.1.2.1.1 Implement a tracking mechanism to ensure GCs are scheduled and complete the training.

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.3 % CSMs attending GCSM course	1.1.3.1 100% Garrison CSMs attend GCSM course within 90 days of assignment	1.1.3.1.1 Implement a tracking mechanism to ensure Garrison CSMs are scheduled and complete the training.

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.4 (No metric proposed at this time but references GC and GCSM Sustainment training. This area opens up possibilities for including several initiatives that HQIMA is already working. NERO does not have enough visibility on the their effort to suggest a swag. (Awaiting input from Larry Olsen.)	1.1.4.1 No target proposed at this time.	1.1.4.1.1 Integrate leadership training as a component of every professional development event (e.g., AUSA, GCC, Installation Management Institute, Army Logistics Association, Region-sponsored meeting/conferences).

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM.	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.5 % of employees enrolled in CF29	1.1.5.1 Short Term: 10% increase in employees enrolled in CF29 by 1 Oct 08. Mid-term: 50% increase by 1 Oct 10 Long-term: 100% increase by 1 Oct 15	1.1.5.1.1 Establish a group chartered to assess the feasibility of expanding CF29 and provide recommendations to IMA SEL. 1.1.5.1.2 Define eligibility & prerequisite for candidacy program. 1.1.5.1.3 Finalize and publish a career map for installation management (CF29) 1.1.5.1.4 Develop CF29 candidate program and making available to entire workforce. 1.1.5.1.5 Increase the number of CF29 positions to support designation of CP29.

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures (cont.)	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.6 % of IMA-wide losses other than retirements and involuntary separations, promotions/demotions who went to outside-IMA agencies.	1.1.6.1 Short Term: 3% or less loss of leaders per year. Mid-Term: 3% or less loss per year based on leaders on the ground in the previous year. Long-term: 3% or less loss per year based on leaders on the ground in the previous year.	1.1.6.1.1 Promote/ reassign X% of on-board employees with desired formal training to permanent leadership positions.

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures (cont.)	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.1 Acquire, develop and retain leaders* that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. *GS-12/NAF 4 and LTC supervisor or above, organization's CSM	Leadership is considered the foundation for mission success. IMA needs leaders who think strategically, inspire employees and achieve results.	1.1.7 % improvement in APIC Category 1 aggregate score (OSA).	1.1.7.1 Short-term target: 5% improvement by 1 Oct 07 Mid-Term: 8% by 1 Oct 10 Long-term: 10% by 1 Oct 15	1.1.7.1.1 Develop forum or method that allows leaders to communicate IMA vision and values to all employees, and to appropriate customers and suppliers. 1.1.7.1.2 Develop a process that monitors/ teaches ethical behavior and ensure compliance with policies and practices.

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.2 Acquire, develop and retain a diverse workforce* that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission. *Excludes leaders.	A diverse, results-oriented high performing workforce is achieved by developing employees to their fullest potential.	1.2.1 %workforce completing training IAW IDP.	1.2.1.1 Short Term: 50% of workforce that received at least 40 hours of professional development training by 1 Oct 07. Mid-Term: 60% of workforce that received at least 40 hours of professional development training by 1 Oct 09. Long-term: 70% of workforce that received at least 40 hours of professional development training by 1 Oct 11.	1.2.1.1.1 Assess training needs and establish targets for formal training. 1.2.1.1.2 Define training list (e.g., contained in ACTED plans, career maps, mandatory training, IDPs) and determine baseline. 1.2.1.1.3 Distribute annual training guidance that is linked to resources dedi- cating 2% of annual budget to training 1.2.1.1.4 Develop budget and secure re-sources to fund non-ACTEDS training opportunities with an option to fund our NAF and LN personnel

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.2 Acquire, develop and retain a diverse workforce* that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission. *Excludes leaders.	A diverse, results-oriented high performing workforce is achieved by developing employees to their fullest potential.	1.2.2 % of eligible employees (GS-11/NAF 4 and higher) in CF29 candidacy program	1.2.2.1 Short-term: 1% of eligible employees enrolled in candidacy program by 1 Oct 07. Mid-term: 2% enrolled by 1 Oct 10. Long-term: 3% enrolled by 1 Oct 15. Note. These targets and associated timelines are dependent on establishment and implementation of CF29 candidacy program.	1.2.2.1.1 Finalize and publish a career map for installation management (CF29). 1.2.2.1.2 Achieve X number of candidates in the CF29 program by 1 Oct 07.

Goal #1 Champion Action Plan

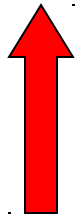
Goal #1	Objectives	Objective Definition	Objective Performance Measures (cont.)	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.2 Acquire, develop and retain a diverse workforce* that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission. *Excludes leaders	A diverse, results-oriented high performing workforce is achieved by developing employees to their fullest potential.	1.2.3 % of IMA losses other than retirements and involuntary separations.	1.2.3.1 Short-term: IMA rate is 2% less than Army loss rate. Mid-term: IMA rate is 2% less than Army loss rate. Long-term: IMA rate is 2% less than Army loss rate.	1.2.3.1.1 Retain X% of employees within IMA that have desired formal training. 1.2.3.1.2 Conduct exit interviews with all exiting employees. 1.2.3.1.3 Develop a sister installation workforce exchange program. 1.2.3.1.4 Establish a cross training program (on and off the installation).

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures (cont.)	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.2 Acquire, develop and retain a diverse workforce* that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission. *Excludes leaders	A diverse, results-oriented high performing workforce is achieved by developing employees to their fullest potential.	1.2.4 % improvement in APIC Category 5.2A (Employee Education, Training, and Development) and 5.2B (Motivation and Career Development) score (OSA).	1.2.4.1 Short-term: Garrisons score a 10% improvement on APIC Category 5.2A and 5.2B (OSA) by 1 Oct 07. Mid-term: 12% by 1Oct 10. Long-term: 15% by 1 Oct 15.	1.2.4.1.1 Provide training to employees in the areas of new employee orientation, skills development in performance improvement, decision-making, safety benchmarking, ethical behavior, dealing with differences, and leadership techniques. 1.2.4.1.2 Develop methodology to determine whether education and training programs are providing valuable learning experience for employees. 1.2.4.1.3 Develop a forum or organizational process that captures new ideas for developing and motivating

Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.3 Further develop the organizational culture such that IMA becomes the employer of choice.	Further develop the culture within the Agency characterized by organizational values such as customer service, teamwork, performance excellence, empowerment, innovation and appreciation for employees.	1.3.1 % increase in job satisfaction on IMA command climate survey.	1.3.1.1 Short-term: 10% annual increase for job satisfaction on IMA command climate survey by 1 Oct 07. Mid-term: 12% increase by 1 Oct10. Long-term: 15% increase by 1 Oct 15.	1.3.1.1.1 Establish and conduct yearly IMA command climate surveys. 1.3.1.1.2 Develop and publish the IMA Strategic Human Capital Plan.



Goal #1 Champion Action Plan

Goal #1	Objectives	Objective Definition	Objective Performance Measures	Performance Targets	Initiatives
Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.	1.3 Further develop the organizational culture such that IMA becomes the employer of choice.	Further develop the culture within the Agency characterized by organizational values such as customer service, teamwork, performance excellence, empowerment, innovation and appreciation for employees.	1.3.2 APIC Category 5.1 (Work Systems) and 5.3B (Employee Support and Satisfaction) scores (OSA) % increase change in on-job satisfaction score.	1.3.2.1Short-term: 5% increase by 1 Oct 07 Mid-term: 8 % increase by 1 Oct 10. Long-term: 10% increase by 1 Oct 15.	1.3.2.1.1 Develop a survey for all IMA employees that measures or reflects current perceptions of how leaders are promoting the following among employees: cooperation, ability to make decisions and take action, new ideas, high performance, different ideas and thinking, communi-cation, and useful skill sharing. 1.3.2.1.2 Develop a component employee well-being index to the Director's Dashboard that measures employee well-being, satisfaction and motivation using surveys and other data such as absenteeism, turnover, grievances, and productivity.